

**Lancashire Health and Wellbeing Board**

Meeting to be held on 3 September 2024

**Corporate Priorities:**  
Caring For the Vulnerable  
Delivering Better Services

**Lancashire Better Care Fund Plan 2023 to 2025**

(Appendices 'A', 'B', and 'C' refer - confidential to members only)

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**Brief Summary**

This report provides the following:

- A summary of the 2024/25 Quarter 1 Better Care Fund submission (Appendix 'A' - confidential to members only).
- A summary of the Quarter 1 finance report (Appendix 'B' - confidential to members only).
- A brief update and progress on the three Lancashire Better Care Fund support projects.
- A brief update on the Lancashire and South Cumbria Integrated Care System Better Care Fund review project (Appendix 'C' - confidential to members only).
- Governance and role of the Better Care Fund Board.

The report shares with the Board the Better Care Fund Quarter 1 template, which was submitted by the deadline of the 29 August 2024. It was signed off by Asim Patel in his delegated role as Deputy Chair of the Health and Wellbeing Board, due to the submission date falling before the Board meeting. The Q1 template is set by the national team and focusses only on the Additional Discharge Fund.

Lancashire has received confirmation that the 2024/25 Better Care Fund Plan has not been formally signed off yet in the Assurance process, due to the position between the two partners on the NHS additional £10m contribution to social care. External facilitation has been commissioned by the Better Care Fund national team, to support both parties to find a mutually agreeable solution.

Also detailed in the report are progress reports on the three Lancashire Better Care Fund support projects. The Demand and Capacity support piece is continuing and has unfortunately been slightly delayed due to other urgent priorities for the Council but is now back on track. The Discharge to Assess support piece has now concluded and final outputs are being collated.



Data quality and access to data has been identified as a challenge in the outputs of all the support projects so far. A briefing paper is being prepared for the Lancashire Place Partnership Board pulling the various challenges and implications together, to enable a discussion on how this can be progressed and improved for Lancashire.

The Lancashire and South Cumbria Better Care Funds support project continues to progress, with initial desktop analysis taking place following the collation of significant volumes of information from each Health and Wellbeing Board area.

At the last Board, the intention was shared to further refine the Lancashire Better Care Fund Board. Discussions have been delayed slightly due to unavoidable absences of some key people and will take place during September; the Health and Wellbeing Board will receive a further update next time.

### **Recommendations**

The Health and Wellbeing Board is asked to:

- (i) Formally ratify the 2024/25 Better Care Fund Quarter 1 submission, and its sign-off on behalf of the Board by Asim Patel in his delegated capacity as Deputy Chair of the Board.
- (ii) Note the Q1 Finance report and raise any questions or observations.
- (iii) Note the progress updates from the various Better Care Fund support projects and share any questions and/or observations.
- (iv) Consider what feedback the Board wants in respect of the outputs of the 2<sup>nd</sup> Lancashire Better Care Fund support project, the Discharge to Assess Diagnostic.

### **Detail**

#### **Lancashire BCF Quarter 1 Submission**

The Q1 submission (Appendix 'A' - confidential to members only) this time focussed solely on the Additional Discharge Fund and spend and activity against the Grant. This was issued at the end of July, with a submission date of the 29 August 2024, and therefore was signed off by Asim Patel in his delated role as Deputy Chair of the Health and Wellbeing Board as the submission date preceded the next Board meeting.

The Lancashire submission shows that both the Council and the Lancashire and South Cumbria Integrated Care Board are broadly on track with expected spend at this point. Regarding some of the variances seen:

- **Scheme 21 – Urgent Care/Crisis Support:** The increase in cost on this line is to reflect the full inflationary increase of the contract which had not been accounted for in the original plan allocation. This service is now part of the Short Term Care At Home Contract which is split across three different funding streams; Better Care Fund Minimum Contribution, Discharge Funding and Additional Integrated Care Board Contribution: As part of the Better Care Fund Plan allocations, inflation was applied to the Better Care Fund Minimum Contribution and Discharge Funding elements but not to the largest proportion that was originally allocated to the £10m



Additional Integrated Care Board Contribution as a) this is still to be resolved and b) is a fixed amount so does not allow for an inflationary increase.

Also pertinent to the variance is that the original plan activity data was based on the previous contract arrangements, which involved two separate contracts (crisis and Reablement). These have now been combined into the one service so people accessing the service will now only be counted once in the data whereas previously many people would have been counted twice where they had crisis support and then moved on to Reablement. The data and counting is therefore now cleaner and simpler than before, and a truer reflection of the person's journey through intermediate care.

- **Schemes 23 and 24 'Discharge to Assess' Packages:** As at Q1, there is an increase in the volume of home based care packages and a reduction in bed based placements, and it is forecast that there will be a general overall offsetting between the two elements.  
This is a good news story as it shows more people being supported to return directly home.
- **Scheme 67 Mental Health, Health and Housing Co-Ordinator:** This is scheduled to commence spend in Q2.
- **Scheme 68 OT and Urgent/Intensive Care Posts:** This allocation is to fund extending existing project team contracts from 1 July 2024 to 31 March 2025 so will not feature until Q2.

## Lancashire Quarter 1 Finance Report

The Q1 finance report (Appendix 'B' - confidential to members only) sets out the current position on overall spend, and points to areas of variance with more detailed explanation.

The spend is at this point largely as expected, with small areas of variance that do not at this stage present concerns that mitigating actions are needed.

The recurring area of concern is the unresolved position on the NHS additional contribution to adult social care. The national team have required both the Council and the Integrated Care Board to enter a period of facilitated support to find a mutually agreeable solution. Further detail on this is contained later in the report.

## Lancashire BCF Reset Progress: Support Offer Projects

The Better Care Fund national support team shared three support offers that Lancashire agreed to take up. The support is provided as part of the overall Better Care Fund programme and is at no cost to the system. The support offers to Lancashire are in three defined areas:

1. Leadership and Governance
2. Discharge to Assess
3. Intermediate Care Demand and Capacity Modelling



## **1. Leadership and Governance**

This diagnostic is now complete, and the findings and recommendations were shared with the Board last time. The organisation who undertook the diagnostic are also leading the intermediate care demand and capacity work, and once that project is complete will review the recommendations from the Leadership and Governance diagnostic and add anything that may become relevant from the demand and capacity work.

Following the facilitated support that is taking place between the Integrated Care Board and the Council currently, regarding the additional NHS contribution to social care, plans will be developed on how to take forward the recommendations from the Leadership and Governance diagnostic, so as not to lose the potential. Some elements are already in progress via the Lancashire Place Partnership.

## **2. Intermediate Care Demand and Capacity Modelling**

This project is progressing using only the Council's data due to the challenges with the accessibility and accuracy of the NHS data at this time. The datasets are being defined and the initial modelling tool has been built. The work has unfortunately been slightly delayed due to other urgent priorities for the Council but is now back on track.

The expectation is that there will be a working tool that can start to be used by the end of September 2024.

## **3. Discharge to Assess**

The diagnostic has now concluded, and the final outputs are being collated ready to be shared widely.

Discussions will take place at both a Lancashire and an Integrated Care System level on what can be done 'once' at an Integrated Care System level and what can be done 'once' at a Lancashire level. There may also be some smaller tasks that are pertinent to individual Acute Trusts.

The Lancashire programme plan requires development, however there is a risk to progress due to challenges around project resource.

The mirrored diagnostic taking place around discharges from Mental Health Acute Hospitals is continuing to progress, with the service having shared a survey with all staff across the partnership involved in the discharge process and undertaken patient experience conversations with people. As with the project around the general Acute Hospitals, the data is a challenge and work is progressing to collate and analyse this. The high level outputs of both diagnostics will be shared with the Health and Wellbeing Board.

## **Integrated Care System Better Care Fund Review Project**

This review is continuing and is now at the stage of information and data review and analysis. Initial discussions have been held with key people in each Health and Wellbeing Board area to gain insights into the operation of each Better Care Fund.



There is a monthly Integrated Care System steering group in operation, and the briefing from the July group is attached at Appendix 'C' - confidential to members only. The August meeting is stood down due to the holiday period, so the July briefing remains the most current.

The group looked at good practice examples of use of the Better Care Fund in other areas. It was clear that despite the challenges within the Lancashire Better Care Fund and the acknowledgement that there is still much to do, there are also areas of good practice and innovation that mirror those seen elsewhere across England, such as the Integrated Care System-wide Falls Pickup Service, the redesign of Intermediate Care, the review working taking place of the Disabled Facilities Grant led by the District Councils and current pilots such as the Health and Housing Coordinators.

### **Facilitated Support to Find a Solution**

The 2024/25 Lancashire Better Care Fund Plan was not formally signed off through the Assurance process, due to the unresolved position regarding the NHS additional £10m contribution to social care.

The national team have mandated that the Integrated Care Board and Lancashire County Council enter a period of facilitated support to find a mutually agreeable solution. This external facilitation has been commissioned by the national team, with six days of work to be undertaken by an organisation called 31ten who were the successful bidder.

The main representatives for the mediation are the Chief Finance Officers – Mark Wynn and Sam Profitt, and as of 19 August 2024 a preliminary meeting has been held with the mediator and representatives of both organisations. Brief overviews of the case from the Integrated Care Board and Lancashire County Council have been submitted, which the mediator will review and then bring both parties back together to agree the next steps.

Lancashire must agree a proposed timescale for resubmission of the 2024/25 Better Care Fund planning template and has advised the mediator that this is dependent upon how the facilitated conversations progress, in finding a mutually agreeable solution. The revised Plan must be signed off by the Health and Wellbeing Board and the aim is for this to happen at the November Board.

### **Lancashire Better Care Fund Board**

At the last Health and Wellbeing Board, the proposals for the further refinement of the Better Care Fund Board were discussed. Due to the unavoidable absences of some key people, this has not yet fully progressed, and will be taken forward through September.

### **Lancashire Data**

Data quality and access to data was shared as a challenge that has come out of all of the support projects so far. A briefing paper is being prepared for the Lancashire Place



Partnership Board pulling the various challenges and implications together, to enable a discussion on how this can be progressed and improved for Lancashire.

**Appendices (confidential to members only)**

<b>Appendix</b>	<b>Title</b>
Appendix 'A'	Lancashire Q1 Submission
Appendix 'B'	Better Care Fund Quarter 1 Finance Report
Appendix 'C'	Lancashire and South Cumbria Better Care Fund Review: Working Group Briefing 24 July 2024

**List of background papers**

N/A

Reason for inclusion in Part II, if appropriate

N/A

